

MULTIMEDIA



UNIVERSITY

STUDENT IDENTIFICATION NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

T1, 2018/ 2019

BRS7114 – RECRUITMENT AND SELECTION

(MBA Full Time)

1 OCTOBER 2018

9.00 a.m – 12.00 p.m

(3 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **FOUR (4)** pages (including the cover page).
2. Answer **ALL** questions. Total marks distributions are given in parentheses.
 - a) **SECTION A:** Short Essay Questions. Total = 50 marks
 - b) **SECTION B:** Case Analysis. Total = 50 marks
 - c) The total marks for this exam is 100 marks
3. Write all your answers in the Answer Booklet provided.

SECTION A: Short Essay Questions

1. In hiring workers, would it be desirable to focus mainly on ensuring there is **person/organization match**, and ignoring the **person/job match**? Explain your answer.
(10 marks)
 2. A firm's **flexible workforce** may include independent contractors as well as temporary workers provided by staffing firms. Describe the possible **advantages** and **disadvantages** to firms using flexible staffing.
(10 marks)
 3. Discuss the **advantages** of using **multiple methods** and **multiple sources of job analysis** for a particular job.
(10 marks)
 4. The **sales approach** in the presentation of a job offer treats the job offer as a product that must be developed and sold to the candidate. Explain the **disadvantages** of its use and also briefly discuss **how best to apply** it for the hiring firm's benefit.
(10 marks)
 5. **Retention management** seeks to control the numbers and types of employees who leave the organization and those who remain with the organization. Discuss some potential problems with **dowusizing** as an organization's first response to a need to cut labor costs.
(10 marks)
- (Total = 50 marks)

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SECTION B: Case Analysis**Recruitment Challenges in the Malaysian insurance industry**

*5th February, 2018
Industry News, Malaysia*

Malaysia's insurance sector has in recent times struggled to compete with its more attractive 'sibling', banking, for its share of Generation Y candidates. However, recognizing the challenges it faced and having put in place measures to overcome the perception it had, the insurance sector is now looking to sweep aside old failing practices and revolutionize from within.

The year between June 2016 and June 2017 saw not only a decline in registered life insurance agents in Malaysia, but also a lower rate of new agents joining the industry. The governing bodies have been alarmed by the decreasing number of professionals in the industry and have been dedicated to reversing that trend. To this end, Bank Negara Malaysia has been doing their utmost to shine a light on the industry through regulatory means. It is not only the regulators that have been involved in this shift. Insurance firms, concerned by candidate shortages in various areas, have also been spurred into action. Many companies, looking to the recent successes of the digital industry boom, have begun implementing development programs for new graduates both on the general and life sides of insurance. On top of that, the continued success of PIAM's (Persatuan Insurans Am Malaysia i.e. General Insurance Association of Malaysia) General Insurance Internship for Talent project is paving the way for increasing numbers of interns' success in the years to come.

While this action bodes well for the future, in the meantime there are still areas in Malaysia's insurance industry that are drastically candidate short, perhaps none more-so than the actuary sector. While the need for actuaries is a global trend, it is especially pronounced in Malaysia, where the shortage, combined with changing regulations, is driving a market that is particularly advantageous for specialists in this field. Companies struggled to find the necessary individuals to fill actuary positions, and they were forced into a bidding war as they attempted to headhunt other firms' employees. This is seeing actuaries remaining in positions for much shorter periods than companies would wish, as there is always an available opportunity to increase salaries, driving companies to seek out more inventive ways of retaining top candidates.

Adapted excerpts from: <https://www.smartrecruitmentnews.com>

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1. Based on the above scenario on the rush for talent in the Malaysian insurance industry, suggest **3 (THREE) recruitment sources** that insurance companies can resort to in attracting talents from the **external labor market**. For each source, explain why you think it may be an effective recruitment solution.

(15 marks)

2. In the effort to **select** the best candidates for hiring, like many other organisations, companies in the Malaysian insurance industry would resort to administering employment interviews. It is established that doing structured interviews is better than using unstructured ones.

Explain the meaning of **structured interviews**. (2 marks)

Then, describe **FOUR (4) weaknesses of unstructured interviews**. (8 marks)

(10 marks)

3. Besides **recruiting job candidates** from the external labor market, insurance companies may also be filling up vacant positions by transferring and promoting **'from within'**. Explain how **internal selection** decisions **differ** from **external selection** decisions.

(10 marks)

4. While struggling to attract new talent, organisations in the Malaysian insurance industry must also remember to **retain** its existing talent and not to lose them to competitor firms. Since promotions cannot be the only way to motivate and retain staff, discuss how the following **3 (THREE) common strategies** can be used to **make work more meaningful** to employees to **prevent them from leaving** the organisation:

- a. Alternative reward systems
- b. Team building
- c. Counselling

(15 marks)

(Total = 50 marks)

(Exam Total = 100 marks)

End of Paper

